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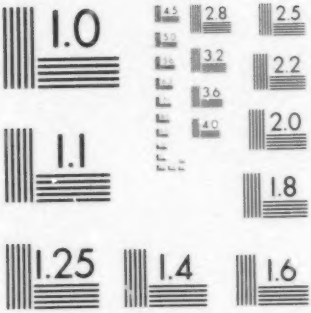

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ABSTRACT

Focusing on the first year of the establishment of Santa Fe Community College (SFCC), this report provides information on the mission, purposes, and governance of the college, as well as an overview of the year's major accomplishments and a look at future directions. Section I describes the establishment of SFCC in February 1983, briefly lists the first-year accomplishments, and reviews research and development efforts. Section II considers the mission and purposes of SFCC, enumerating the guiding principles for the college along with its major overall goals and first-year goals. In section III, aspects of institutional governance are addressed, including the SFCC board, administrative structure, and college councils and committees. Section IV provides information showing SFCC's major accomplishments during 1983-84 in the areas of instruction, students, community services, student services, finance, administrative services, physical plant, community relations, and accreditation. Included in this section are tables providing data on courses offered, student characteristics, program costs, and revenues and expenditures. Section V offers information on planning assumptions and processes and outlines SFCC's goals for 1984-85. (LAL)

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Santa Fe Community College

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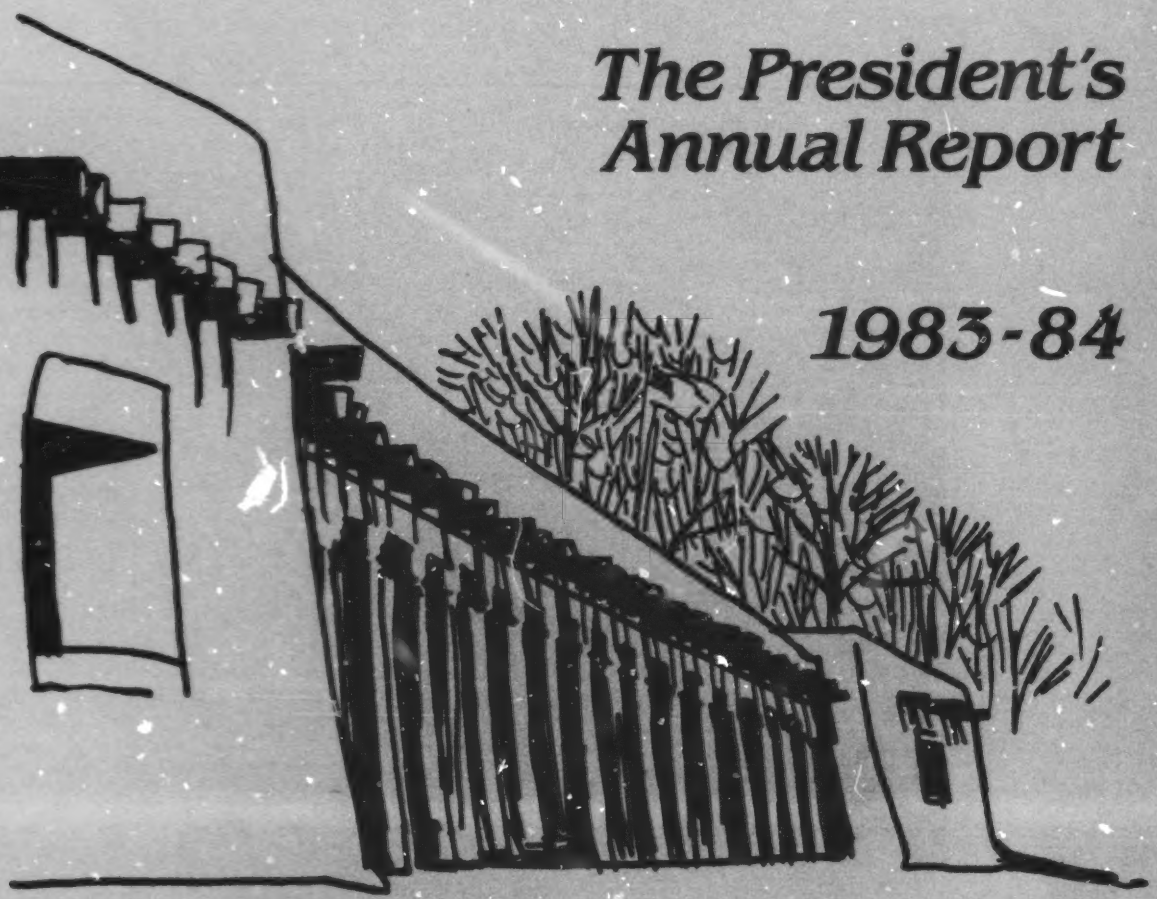
The President's Annual Report

1983-84



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THE PRESIDENT'S ANNUAL REPORT

1983-1984

SANTA FE COMMUNITY COLLEGE
2600 Camino Entrada, Joseph Valdes Industrial Park
Santa Fe, New Mexico 87501

William C. Witter, President

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Gene R. Fulgenzi, Vice Chairman — Gloria M. Lopez Gomez, Secretary
Albert "Al" Romero, Member — Michael Francke, Member

SANTA FE COMMUNITY COLLEGE
Board, Staff and Faculty

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Albert "Al" Romero, Member — Michael Francke, Member

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Agnes A. Rivera,
Administrative Secretary

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COMMUNITY RELATIONS

Debra Halsey, Coordinator

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Gilda Espinoza, Accounting Technician
Arthur Ortiz, Accounting Technician
Alice Ortega, Clerical Specialist
Bonnie Keckhaver, Clerical Specialist
JoAnne Grace, Accounting Clerk

INSTRUCTION

John M. Pacheco, Dean
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Arts and Sciences
Randy Grissom, Division Head,
Business and Occupations
Tina Ludutsky-Taylor, Occupational
Programs Developer
Sarah Valdez, Instructor,
Business and Occupations
Lee Cartwright, Instructor,
Business and Occupations
Sterling Garwood, Instructor,
Arts and Sciences
Jay Maurer, Instructor, Arts and Sciences
Bill Dunn, Computer Lab Assistant
Bernadette Tennyson,
Administrative Secretary
Roberta Chavez, Clerical Specialist

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Anna Tupler,
Administrative Secretary

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John Garcia, Instructor,
Developmental Studies
Donna Jacobi, Instructor,
Developmental Studies, Arts/Sciences
Patricia Bramlett, Coordinator
of Adult Basic Education
Sylvia Medina, Tutor Aide

GUIDANCE SERVICES

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Robert L. Martinez, Counselor
Augustina Lopez-Snideman,
Coordinator, Student Programs
Christina Varela, Clerical Specialist

ADMISSIONS AND RECORDS

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Laura Barela, Student Records Technician
Sheila Schreiber, Coordinator of
Recruitment and Student Development
Geri Snyder, Clerical Specialist

COMMUNITY SERVICES

Gloria Lewis, Dean
Rita Martinez-Purson,
Program Specialist
Pauline Vigil, Clerical Specialist

PHYSICAL PLANT

Jim Hesch, Physical Plant Manager
Don Cooper, Custodian

8/84

SANTA FE COMMUNITY COLLEGE

The President's Annual Report
1983-1984

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Santa Fe Community College
The President's Annual Report
1983-84

I. OVERVIEW: QUALITY AND SERVICE IN THE FIRST YEAR

The public enthusiasm and optimism which established Santa Fe Community College in February 1983 continued to permeate the many activities and accomplishments of the faculty, staff, and students in the College's first year. Providing quality educational programs and services to the 4,745 area citizens who enrolled in both credit and non-credit programs was a primary goal. An important reason behind the College's inaugural success has been sound programming that responds to the current needs of local residents for career, transfer, and general education as well as personal and professional enrichment.

After the New Mexico Legislature authorized and funded SFCC under the Junior College Act in March 1983, the Santa Fe Board of Education named a five-member governing board. A college president was appointed in late April, a staff was hired, temporary facilities were located and remodeled, and classes began in the Fall of 1983. To accomplish all of this within the time and resources available seemed a formidable endeavor. More remarkable, it was accomplished without problems. The Board was supportive; the staff was experienced; and external agencies were responsive to the College's needs.

The College's application for candidate for accreditation status with the North Central Association of Colleges and Schools was initiated during the Fall of 1983. Thereafter, SFCC engaged in a self-study process that provided the College community an opportunity to review the many details and systems that have been conceived, coordinated and operated successfully. A brief list of first-year accomplishments includes:

-Assembledge and organization of a competent and experienced staff
-Securing of adequate temporary facilities
-Operation of two semesters and a summer session of quality credit and non-credit educational programs
-Initiation of support systems necessary for instruction
-Business and personnel operations
-Prudent fiscal management
-Development of institutional forms, documents, and handbooks
-A positive public relations program to gain community confidence and support
-An institutional policies and procedures manual
-Facilities space needs study
-Permanent campus site study
-District bond issue election
-State agency and legislative liaison
-NCA candidate for accreditation status

The College is currently conducting surveys to verify the need for specific occupational programs, initiating a formal staff development program, beginning the development of a college library, establishing an institutional planning system and setting goals for improving and refining all presently operating areas. Additional teaching spaces are being created in the temporary facility; an architect has been selected and a campus study plan and building design have been started. Most recently, a final decision has been made regarding the site for the permanent campus.

This report further highlights first-year developments and activities including the College's mission and purposes, institutional dynamics, major accomplishments in each of the divisions, and future directions.

II. MISSION AND PURPOSES

The basic mission of Santa Fe Community College--to provide a comprehensive postsecondary education for the people of the community at a reasonable cost--has been formally adopted by the SFCC Board. The various means by which the College strives to maintain programs and services that are consistent with its basic mission and responsive to the changing needs of the community are described in its statement of guiding principles and goals as well as its institutional processes.

A. Mission

The mission of Santa Fe Community College is to provide for members of the community quality learning experiences which will assist them to live effectively as workers, family members and citizens. The College aims to provide an education that aids each individual in attaining a high level of cultural, intellectual, physical and social development, and a high level of technical competence. To accomplish this purpose, SFCC offers at low cost to students the following types of educational programs: occupational, transfer, developmental education, cultural enrichment, guidance and community services. ("SFCC Board Policies and Administrative Procedures Manual," Policy No. 201)

B. Guiding Principles

This mission is reflected in the philosophy that guides the conduct of the College according to the following principles.

1. Every effort shall be made to remove the geographic, economic, and cultural barriers to Santa Fe Community College educational programs. All citizens shall be encouraged to continue their education to the limits of their abilities and interests.
2. The College shall provide a diversity of programs consistent with the needs of the community.
3. The College will attempt to instill in all its students an understanding of the value and necessity of work. An appreciation of all workers and a respect for all types of work shall be cultivated.
4. The College shall emphasize that education is a foundation of good citizenship, and that the citizens in a democracy must accept its associated responsibilities in order to enjoy its benefits.
5. The College shall attempt to instill in each student a desire for continued learning that will help him/her understand and adapt to the many rapid changes in contemporary American society. ("SFCC Board Policies and Administrative Procedures Manual," Policy No. 200)

C. Goals

The College has developed the following goals toward fulfilling its stated mission.

1. To provide a general education program, preparing students to transfer to an institution that grants baccalaureate degrees, to complete college studies with an associate degree granted by the College and/or for personal development.
2. To provide occupational education and training at a semi-professional level leading to employment in business, industry, and government.
3. To provide developmental education programs through which students may acquire the basic verbal, quantitative and cognitive skills necessary for the successful completion of college-level work.
4. To provide community services programs in areas of business/professional training, personal development and cultural and recreational activities.
5. To maintain the open enrollment admissions policy for all prospective students who desire and can benefit from learning opportunities.
6. To provide a broad program of student advising, counseling, testing, financial aid, career planning and human development services readily accessible to all students.
7. To provide for efficient and prudent financial management of the College without impairing the quality of services.
8. To provide an appealing educational environment adequate for present and future enrollments that is affordable and accessible to students. ("SFCC Board Policies and Administrative Procedures Manual," Policy No. 201)

In addition to approving these statements of purpose, the SFCC Board has also approved College policies concerning governance, administration, personnel, finances, educational programs and support services. The Board has also urged that the College's mission and goals be used in determining changes that appear to be necessary and in judging the actions that need to be taken on requests for services. The Board has recognized the primary role of the administration and faculty in the implementation of the College's educational philosophy. The Board has instructed administrators to request faculty to keep in mind specific objectives in harmony with these purposes. Administrators have responded through faculty orientation, the Faculty Handbook, and the development of procedures to evaluate regularly the success of teaching in achieving these objectives. Consequently, faculty and counseling staff are providing as rich a program of instruction, guidance services, and open and free discussions for students as possible within the resources available so that students may have ample opportunities to study, evaluate and participate in the continual development of their own competence as citizens.

The mission of the College has been focused and guided by its first-year, institution-wide goals. These have addressed institutional

needs in marketing and public relations, educational programming, support systems, accreditation, facilities development, financial development, and institutional planning. Primary leadership in the development of the 1983-1984 goals listed below was provided by the President with input from the administrative team in an informal process.

1. To begin a program of credit and non-credit classes and to keep the quality of instructional process high.
2. To initiate support services including recruitment, admissions, records, career development, course placement evaluation, academic advising, counseling, and tutoring.
3. To establish a financial information system of purchasing, accounting and reporting according to guidelines provided by the New Mexico Board of Educational Finance.
4. To implement plans for renovation, occupancy, equipment installation and utilization of the current site leased from the City of Santa Fe.
5. To complete articulation agreements with all two- and four-year colleges and universities in New Mexico for the transfer of SFCC credit.
6. To develop for Board approval a comprehensive body of College policies and administrative procedures.
7. To conduct a self-assessment and prepare for an on-site evaluation of the North Central Association in applying for candidate for accreditation status.
8. To provide a comprehensive salary and benefit package for all SFCC employees.
9. To transfer SFCC payroll services provided by the University of New Mexico to an in-house system.
10. To conduct a facilities space needs study for a core campus.
11. To conduct a campus site-selection study.
12. To obtain positive recommendations from the New Mexico Board of Educational Finance and the Legislative Finance Committee for SFCC Operating Budget and Capital Outlay requests.
13. To call a successful local district general obligation bond issue election.
14. To follow a balanced, coordinated plan for presenting the College's image, programs and services to the Santa Fe community.
15. To create an educational environment in which everyone becomes more aware of and practices personal and social responsibility.

Primary responsibility for accomplishing these goals was assigned to individual administrators. Most required the coordinated and cooperative efforts of the entire administrative group. As the College settled into a time of increased stability in November, the President initiated an informal process of institutional and individual goal setting for the remainder of the academic year.

III. INSTITUTIONAL GOVERNANCE

A. SFCC Board

The Santa Fe Community College Board is comprised of five members who are elected by citizens of the District. They serve staggered terms of six years, and elections are held in March of each odd-numbered year.

The initial Santa Fe Community College Board was appointed by the Santa Fe Public Schools Board of Education on March 30, 1983. Members took their oath of office on April 11, 1983. All five members will come up for election in March of 1985.

The Board is charged with responsibility for establishing the policies which determine the quality and direction of the development of the College, which establish an effective management for the College, and which assist the institution in carrying out the approved objectives and philosophy. The SFCC Board delegated to an appointed President the responsibility for administration of the College in accordance with its established policies. On April 28, 1983, William C. Witter was named the first President of Santa Fe Community College.

Although College board members serve without pay, the position demands a substantial commitment of time and energy. The current Board deserves high marks as individuals and as a group in their support of the College during its initial development phase and in their dedication and willingness to serve the College above and beyond what might ordinarily be expected.

The officers are elected by the Board and consist of the Chairman, Vice Chairman and Secretary. The Board meets monthly throughout the year. It is well informed about all facets of the College's overall operations by the President, who represents the College to the Board. Instructional, financial, support services, and other institutional reports are presented by faculty and administrators.

B. Administrative Structure

The present administrative structure, which evolved during the Summer 1983, includes the President as the chief executive officer and a team of administrators.

The Dean of Instruction is responsible for the administration and supervision of credit instructional programs, including assessing educational needs, designing instructional programs, supervising and evaluating instructional personnel, and coordinating instructional support services.

The Dean of Community Services is responsible for administration and supervision of the community services program, including assessing community needs and planning, developing, implementing, marketing, and evaluating non-credit courses, workshops, conferences, and symposiums.

The Dean of Students is responsible for the administration and supervision of the total student services program including recruitment, admissions, registration, records, guidance, counseling, student programs, career services, orientation, retention, discipline, and financial aid.

The Dean of Administration is responsible for the administration and supervision of the College's financial operation, physical plant, personnel system, central data and word processing.

The Director of Planning and Research is responsible for coordinating institutional planning, research, accreditation, grants and development, and serves as a curriculum specialist and the Affirmative Action Officer for the College.

The Coordinator of Community Relations is responsible for College public information services, programs and publications which integrate public relations and marketing programs so that the community is kept aware of SFCC and its programs.

C. College Councils and Committees

College committees provide for the involvement of the College administration, faculty, support staff and students in making recommendations in those matters resulting in decisions which ultimately affect them. Santa Fe Community College has two councils and five committees as part of its formal organization.

Administrative Council

The purpose of this Council is to coordinate the various policies, procedures and mechanics involved in operating a smoothly functioning college. Chaired by the President, the Council meets weekly throughout the calendar year and is an informal, non-parliamentary group including the Dean of Instruction, Dean of Community Services, Dean of Students, Dean of Administration, Director of Planning and Research, Coordinator of Community Relations and others as invited.

The Administrative Council has become a forum for information-sharing and for discussion of a wide array of problems and issues. It provides the President an opportunity to give and seek advice, provide counsel and give direction toward goals of the College within the framework of Board policies.

Instructional Council

The purpose of this Council is to coordinate the development of academic policy and curricula and to make recommendations to the Dean of Instruction. During the College's first year, all instructional staff were members of this council including the Director of Planning and Research, who served as chairperson.

The Instructional Council is fulfilling its immediate goals with regard to developing the curriculum for the College.

Other Committees

The President is responsible for the establishment of standing and ad hoc committees. Standing committees include the following: Student Academic Grievance Committee, Student Non-academic Grievance Committee, Personnel Review Committee, Faculty Review Committee and Student Judicial Board. These committees have been relatively inactive because most of the items that fall within their preview have been resolved at a less formal level.

The College has relied on ad hoc committees in dealing with many of the tasks involved in establishing a new college.

Contacts with external organizations and agencies and the selection of citizen advisory committees are coordinated by the President.

IV. THE YEAR'S MAJOR ACCOMPLISHMENTS AT A GLANCE

A. Instruction

-SFCC offers freshman and sophomore level credit courses and programs of study leading to Associate of Arts, Associate of Science, and Associate of Applied Science degrees. The Associate of Arts and Associate of Science degrees are designed for transfer to an upper division college or university. The Associate of Applied Science degree in technical/occupational education is designed to prepare students to enter a career upon completing the degree with no further study required, though it can be expected that a number of graduates will transfer courses to specialized bachelor degree programs at four-year institutions.

-Specific general education requirements have been designed for each of the associate degrees which support SFCC's concepts of the educated person and the basic attributes of literacy for the contemporary world.

-Degrees developed:

Associate of Arts
Associate of Science
Associate of Applied Science
A.A. - Liberal Arts
A.A. - Business with option in Business Administration and Accounting
AAS - Accounting
AAS - Criminal Justice with options in Corrections, Law Enforcement, and Security
AAS - Surveying
AAS - Banking
AAS - Word Processing
AAS - Office Administrative Support Services
AAS - Architectural Drafting

-Certificates developed:

Accounting
Computers in Small Business
Banking
General Business
Word Information Processing
Corrections
Surveying
Architectural Drafting

-An academic advisement plan has been developed and implemented in cooperation with the Student Services Division.

-Course placement evaluations were administered to 600 students by the Developmental Studies Division.

-A tutorial program has been implemented through the Developmental Studies Division.

-270 credit course sections were offered during Fall 1983 and Spring 1984. This number will increase in the 1984-1985 academic year.

	Fall 1983	Spring 1984	Fall 1984
Developmental Studies	21	25	27
Arts and Sciences	65	85	90
Business and Occupations	24	50	69
Total Sections	110	160	186

-Average class size:

Fall 1983 - 16
Spring 1984 - 13.4

-Special courses were presented to staff in the Santa Fe Public School District, Santa Fe Indian School, the City of Santa Fe and Santa Fe County.

-Special workshops were presented at SFCC, Santa Fe High School, and St. Vincent Hospital in the following areas: microcomputers, time management, note taking, test taking, writing, research techniques and various other academic skills areas.

-Learning resources were contracted with the College of Santa Fe's Fogelson Library and supplemented by the city and state libraries.

-Course syllabi were developed for all courses offered.

-Instructional staff visited model educational programs at both in-state and out-of-state institutions.

-Initial liaison was established with local, state and federal government and Santa Fe businesses, industries and organizations.

-Educational needs assessments were conducted for state government and Santa Fe business and industry in cooperation with the Planning and Research Office.

-Citizen advisory committees were established for various occupational programs.

-An instructional program at the Department of Corrections was developed for the 1984-85 academic year.

-Several occupational program proposals have been developed for the 1984-85 academic year.

-A standard format for occupational program evaluation has been developed and implemented.

-A faculty/staff evaluation plan was developed and implemented. Overall faculty evaluations indicate that students rate their instructors high.

-Part-time Faculty

Fall 1983: 70
Spring 1984: 80

-Faculty Salaries

Range: $20,900 - $30,944
Average: $25,039
Part-time: $375 per credit

B. Students

Admission Policy

Santa Fe Community College's open admission policy is as follows:

> "Santa Fe Community College is an open enrollment, local District, locally controlled community college which will admit students who demonstrate a desire to learn, have an ability to profit from its educational programs, and who exhibit appropriate standards of conduct.
>
> In its effort to make post-secondary education available to the public, SFCC may admit students on the following basis: high school diploma or General Education Development (GED) Certificate; college transfer; provisional enrollment for adult students who are non-high school graduates or non-GED holders; concurrent enrollment for qualified high school second semester juniors and seniors; and early enrollment for outstanding high school seniors."

Students are considered for admission without regard to sex, race, color, religion, creed, national origin, age, or disability. ("SFCC Board Policies and Procedures Manual," Policy No. 700)

1983-1984 Student Profile

The student profiles for the credit program for both Fall 1983 and Spring 1984 indicate that most students lived in the SFCC district, had attended college previously in New Mexico, were enrolled as non-degree students, and carried a part-time load. A majority of students were employed either part-time or full-time and scheduled their classes late afternoons or evenings.

Enrollment

	Fall 1983	Spring 1984	
Headcount			
Total	1,054	1,226	(UP 16%)
Men	322	437	(UP 5%)
Women	732	789	(DOWN 5%)
First Time Any College	307	225	
Returning		453	
Credit Hours	5,113	5,543	
Full-time Equivalent	340.87	369.53	(UP 8%)

	Fall 1983		Spring 1984	
Age	Male	Female	Male	Female
Average Age	28	30	30	32
Median Age	25	30.5	26	28
Youngest			16	16
Oldest			68	72

	Fall 1983		Spring 1984	
Status	Male	Female	Male	Female
Freshman	122	270	120	198
Sophomore	40	98	49	108
Concurrent High School	3	7	8	6
Non-degree	157 (49%)	357 (49%)	260	477
Full-time	25 (8%)	52 (7%)	34 (8%)	51 (7%)
Part-time	297 (92%)	680 (93%)	403 (92%)	738 (93%)

Ethnic Background	Fall 1983 Male	Fall 1983 Female	Spring 1984 Male	Spring 1984 Female
Hispanic	192 (60%)	408 (56%)	214 (49%)	397 (50%)
White/Non-Hispanic	124 (38%)	306 (42%)	185 (42%)	357 (45%)
American Indian		13 (2%)	24 (6%)	23 (3%)
Other	6 (1%)	5 (.7%)	13 (3%)	7 (.9%)
Withdrawals	72 (7%)		109 (9%)	

On May 11, 1984, Santa Fe Community College held its first graduation and recognition ceremony. Peggy Myers became the College's first graduate.

C. Community Services

Community Services programs at Santa Fe Community College are designed for adults and children not concerned with formal credit programs. The various short courses, conferences, workshops and other non-credit activities are designed to help participants become more proficient in their chosen occupations and professions, enrich their personal and family life, enjoy their leisure time, and gain a deeper appreciation of their culture and environment. Most Community Services programs do not have an age minimum/maximum or educational prerequisites.

-Non-credit instruction:

Fall 1983: 90 activities with 1,107 enrollments
Spring 1984: 121 activities with 1,355 enrollments
Fall 1984: 184 activities planned

A majority of participants rated their instructors good (17%) or excellent (82%) and indicated a preference for activities of four to eight weeks in length meeting one night a week.

-Community Services became self-sustaining.

	Fall 1983	Spring 1984
Revenue	$ 40,560	$ 46,079
Recovery	5,662	2,297

-Community Services established a sound base of general public programs for adults and children.

-Community Services established programs for agencies, businesses and organizations.

-Community Services has established data collection, record keeping, reporting and quality control systems as well as marketing patterns.

-Community Services Student Profile

Data from 450 student evaluations, representing 33% of the final 1,355 Spring 1984 enrollments, reflects a student profile which is similar to that of the Fall 1983 term.

A majority of Community Services participants were female (71%), married (58%), non-native residents (68%), and had taken continuing education courses before (50%). Participants had enrolled in activities for personal enrichment (43%), craft or skill development (33%), social purposes (13%) and job-related reasons (11%). Ninety-seven percent indicated that they would like to take more courses in the future. Marketing research showed that the majority of students learned about Community Services programs through the local newspaper and the schedule.

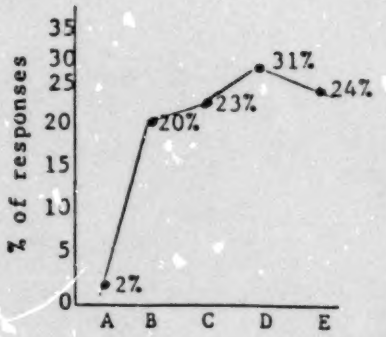
The following responses were indicated for occupation, education, income and age categories.

Occupations: 445 responses

A.	Homemaker:	97
B.	Skilled:	39
C.	Sales/Office:	57
D.	Professional:	177
E.	Student:	20
F.	Other	55 (mostly retired)

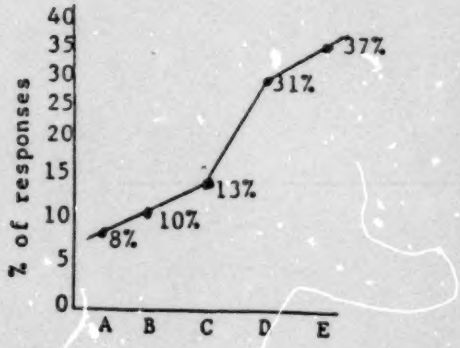
Educational Background: 438 responses

A.	Some H.S.:	9
B.	H.S. Grad:	88
C.	Some College:	99
D.	College Grad:	136
E.	Post Grad:	106



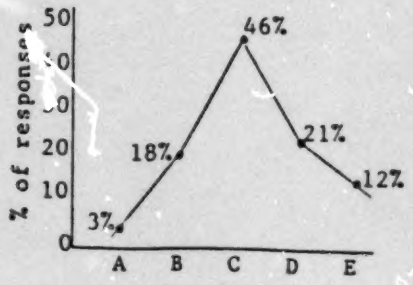
Family Income: 357 responses

A.	5-10,000:	30
B.	10-15,000:	37
C.	15-20,000:	45
D.	20-30,000:	112
E.	30-above:	133



Age Category: 419 responses

A.	0-20:	11
B.	21-30:	77
C.	31-45:	192
D.	46-55:	87
E.	55-above:	52



D. Student Services

Santa Fe Community College respects the traditions and aspirations of all ethnic groups in the service area and is dedicated to providing resources to develop the potential of each student from the multi-ethnic community it serves. The foundation of the student services program is the belief that the students' lives outside the classroom (i.e., their intellectual, social, moral, and physical development) complement their more formal educational experiences. The Student Services Division was established to assist students with their educational and personal goals and to meet students' extracurricular needs.

Admissions and Records:

-Recruitment programs, marketing strategies, class schedules, and other materials and publications were developed in cooperation with the Community Relations Office and other major divisions of the College.

-Registration and admissions policies and procedures were developed and implemented for three regular registrations and two preregistrations.

-A student records and transmittal system was established in accordance with state and federal laws.

-A data base management system including student, staff and curriculum files was developed and numerous statistical reports for both internal and external purposes were prepared.

-Articulation agreements and transfer of credit equivalencies were coordinated with all in-state and several out-of-state institutions.

-350 transcript evaluations were performed.

-SFCC has been added to the list of eligible institutions for certifying enrollment under Social Security Administration benefits.

-10,000 Application for Admission forms were distributed.

-The Admissions and Records Office exercised responsibilities for demonstrating contractual compliance with other colleges, schools and agencies.

Guidance Services

-Academic advisement, intrusive counseling, and career planning systems have been developed and implemented.

-500 prospective students utilized preregistration advisement services.

-1,366 individuals were provided personal, academic, retention, and career counseling services.

-About 25% of students received career counseling.

-216 people used the Career Development Center between December 1983, when the Guidance Information System was acquired, and June 1984.

-In initial placement efforts, 100 students were referred to 71 job announcements resulting in 12 positions being filled by SFCC students.

-Peer counselors were trained and utilized in various counseling activities.

-First-year funding has been approved for the career services component of the College's JTPA proposal, and a tentative allocation of $25,000 has been made by the State Department of Education, Division of Vocational Technical Education for counseling and career services to disadvantaged students.

-Liaison has been established with area high school and university counselors as well as with JTPA, DVR and VA officials.

-90 people attended workshops presented by Guidance Services personnel in the Brown Bag series.

Student Programs

-New student orientations were conducted.

-An ad hoc Student Activities Committee organized an intramural sports program, Christmas dance, and other student activities and events.

-Student leadership training activities culminated in the first student government elections which were conducted May 1-2, 1984.

-Special and handicapped student services were provided to self-identified individuals.

-A Student Rights and Responsibilities statement, Code of Conduct, and Student Disciplinary System were developed and implemented.

-A weekly student newsletter including general College information was produced and distributed in cooperation with the Community Relations Office.

-Multiple student health insurance programs have been made available to all students.

-Eligibility to participate in federal and state financial aid programs is being pursued.

-Financial counseling services for students to investigate creative alternatives to financing a college education have been provided.

-A deferred payment plan has been developed and implemented.

-Santa Fe Community College received three scholarships which were awarded as follows: Sundown of Santa Fe Scholarship, Magdeline Gonzales; Dr. and Mrs. William C. Witter Scholarship, Jack D. Martinez; and the Al Romero Accounting Scholarship, Alberta Tenorio.

E. Finance

-Revenues for Santa Fe Community College are obtained from a local tax levy, state aid, student tuition, and miscellaneous funds.

-On February 2, 1983, the Santa Fe School District citizens voted in favor of supporting a 2 mill tax levy ($2 for every $2,000 of assessed valuation of property) for operating expenses for the new Santa Fe Community College.

-On March 17, 1983, House Bill 2 (Laws 1983, Chapter 46), appropriating $400,000 start-up funds, was signed by Gov. Toney Anaya.

-A few weeks later, on April 5, 1983, the Governor signed House Bill 113 (Laws 1983, Chapter 149), which created Santa Fe Community College and appropriated $1.1 million for first-year operating costs.

-A summary of pre-audit revenues and expenditures for the first year of operation is as follows:

Revenues (Instruction & General)	
Tuition & Fees	176,300
State Appropriation	1,100,000
Local Government Appro.	547,200
Other (Bookstore & Interest)	22,600
Transfers (3% scholarships)	-0-
Total Revenues (I & G)	1,846,100
Beginning Balance	292,800
Total Available (I & G)	2,138,900
Community Service	101,000
Grand Total Available	2,239,900

Expenditures (Instruction & General)		
Instruction	579,400	36%
Instructional Support	143,500	9%
Student Services	238,500	15%
Institutional Support	496,500	31%
Operations & Maintenance of Plant	162,900	10%
Total Expenditures (I & G)	1,620,800	100%
Expenditures (Other)		
Auxiliaries (Bookstore)		-0-
Public Service		77,200
Total		1,698,000
Minor Capital Outlay		501,900
Grand Total Expenditures		2,199,900
Ending Balance		**40,000**

Restricted Funds

-Funding in the amount of $18,298 was approved by the New-Mexico State Department of Education, Instructional Division Vocational Education Unit under the Job Training Partnership Act.

As a result of the funding level approved by the New Mexico legislature, the College will be able to provide necessary staffing, materials and equipment for significant expansion of the instructional programs in FY 1985. These funds also include budgeted amounts for salary increases averaging 8% for all permanent full-time personnel.

F. Administrative Services

Financial Management

-An efficient financial management system including budgeting, accounting, and purchasing has been established.

-Santa Fe Community College accounting services insure disclosure of the results of the business operations and financial position of the College.

-An accounting system has been established that is consistent with national accounting standards and with the requirements of the New Mexico Board of Educational Finance and the New Mexico State Auditor.

-An independent audit was conducted by a certified accounting firm on the College's first three months of operation (the last three months of FY 1983) with no significant exceptions noted and no changes in accounting practices and procedures indicated. The independent audit for FY 1984 will be conducted in November 1984.

-A computerized payroll system began full operation in April 1984. The University of New Mexico provided payroll services from May 1983 through March 1984.

-A computerized inventory control program has been developed.

-Centralized purchasing procedures have been established to insure the least expenditure of funds without compromising quality for the functions to be served.

-A central store system of standard materials and supplies has been established.

-Appropriate bidding practices have been adopted to comply with state competitive bidding laws and to assure the best price and quality.

-Major purchases for the instructional area have included microcomputers, typewriters, dictating equipment and calculators.

-Student records have been partially automated.

Auxiliaries and Other Services

-A textbook sales operation was started in May 1984.
-Legal and insurance services have been secured.
-Food and beverage vending machines have been placed for student and staff use.

Personnel

Santa Fe Community College recognizes that the quality of any educational institution's program is dependent on the skills, commitment and enthusiasm of its employees. The College seeks to employ only the most outstanding personnel available.

-Personnel policies and procedures have been developed and implemented related to the following: the recruitment and screening of applicants; a position classification system; position descriptions; development plans; performance evaluations; grievances; equal opportunity; and personnel records and information.

-A personnel records and information system has been established.

-An employee benefits package including insurance (life, accident, medical, disability and dental) and tuition waivers has been developed and implemented.

Affirmative Action

Santa Fe Community College advocates that equal opportunities for education, services, employment, and advancement be made available to all persons.

-The President has delegated to the Affirmative Action Officer the responsibility of monitoring practices to insure that the intent of Santa Fe Community College equal opportunity policies are being honored.

-A review of employment levels through June 30, 1984, indicates a total of 38 full-time personnel, including 24 (63 percent) females and 14 (37 percent) males.

-These are primarily of Hispanic (53 percent) and Anglo (45 percent) backgrounds with two percent Native American.

-All full-time permanent positions have been reviewed for grade and salary adjustments.

-The 70 part-time faculty during the Fall semester included 40 males and 30 females who represented Anglo (80 percent), Hispanic (16 percent) and Indian (4 percent) backgrounds. The 88 part-time faculty during the Spring semester included 50 males and 38 females representing the same ethnic groups and in the same proportions as the Fall semester faculty.

G. Physical Plant

Santa Fe Community College seeks to provide an appealing educational environment adequate for present and future enrollments that is accessible to students.

-On August 15, 1983, Santa Fe Community College moved to its temporary campus, a 28,000-square-foot building in the Joseph Valdes Industrial Park.

-Building renovations have been completed providing for 13 general classrooms, a typing lab, computer lab, science lab, drafting lab and accounting lab; a space for the newly acquired Adult Basic Education Program; and adequate office space for all operational units of the College.

-Additional space for credit instruction and other services was provided through agreements with various public and private entities including the College of Santa Fe; the Computer School of Santa Fe; Court House and Spa; Follett Bookstore; Fort Marcy Recreational Facility, City of Santa Fe; the Institute of American Indian Arts; Santa Fe High School; and Santa Fe Indian School.

-A "Facilities Space Needs Study" and a five-year facilities plan, which will serve as the basis and justification for future facilities funding, have been submitted to the New Mexico Board of Educational Finance and the State Legislature.

-$1 million was included for Santa Fe Community College in the Educational Bond Act of 1984 which will be voted on by New Mexico citizens in November 1984.

-A site selection study was completed.

-On April 17, 1984, the Santa Fe Community College District citizens supported a $5 million bond issue to help fund the construction of a new campus with a 2,786 to 559 vote, a 5 to 1 margin.

-On June 30, 1984, the architecture firm of Arrison Inc., working in association with Schaefer and Associates of Wichita, Kansas, was retained by the College to plan and design the new campus and assist in site selection.

-On August 2, 1984, the Santa Fe Community College Board selected a permanent site including 160 acres located near Richards Avenue, two miles south of Rodeo Road, which was donated by the Rancho Viejo Partnership.

-First-phase contruction has been planned to be a core campus including all basic administrative and institutional operations of the College.

H. Community Relations

Santa Fe Community College seeks to create a positive image and build credibility within its service area, within the community of institutions of higher education in New Mexico and the nation, and with the legislative bodies which determine its fate. The Community Relations Office developed a complete public relations package to introduce Santa Fe Community College to the community, a task that was especially critical in the College's first year in operation.

-A public relations/publicity program was established including press releases and public service announcements for area newspapers and radio stations.

-A marketing strategy was established including the development and distribution of advertisements, class schedules, commemorative posters, bumper stickers, and a variety of publications and brochures.

-An historical record of Santa Fe Community College including photographs, slides and newspaper articles, which documents the progress and growth of the College in its first year, has been maintained.

-Publicity and marketing strategies were coordinated for the promotion of the April 17, 1983, $5 million bond issue election to help finance the construction of a new campus.

-A logo contest was conducted in which District residents submitted designs for prize money contributed by local organizations.

I. Accreditation

The Santa Fe Community College has established accreditation as an institutional priority. As a result, a Self-Study Steering Committee was appointed in November 1983 to coordinate the College's self-study process and report to the North Central Association of Colleges and Secondary Schools. The Self-Study Report, SFCC's official application for candidate for accreditation status, was submitted to NCA in March 1984.

A North Central visiting team made an on-site evaluation April 30 - May 2, 1984, resulting in the team's positive recommendation of Santa Fe Community College for candidacy status. On July 20, 1984, the NCA Review Committee, meeting in Chicago, concurred with the visiting team's recommendations. The NCA Commission on Institutions of Higher Education, at its meeting on August 17-18, 1984, took official action granting candidacy to Santa Fe Community College.

The next NCA comprehensive evaluation is scheduled for 1985-86. Santa Fe Community College has six years to advance to final accreditation.

With candidate for accreditation status, credits earned at Santa Fe Community College are automatically eligible for transfer to other two-year and four-year colleges and universities in New Mexico and the nation.

V. PLANNING AND THE FUTURE

The first-year accomplishments of Santa Fe Community College have moved the College forward to becoming a vital community resource and a quality institution. Santa Fe Community College will pursue its commitment to quality education through the continued development of (1) excellence in programs and services offered, (2) the competencies of the staff, (3) pleasant physical surroundings, and (4) the financial stability of the College. Student centeredness, teaching excellence, an environment conducive to learning and a new tradition are values that have emerged during Santa Fe Community College's inaugural year that will serve as guides to the College's planning and development in the immediate years ahead.

A. Planning Environment and Assumptions

Economic trends, industry and community needs, student and service area demographics, and other societal changes form the basis of the assumptions upon which Santa Fe Community College is planning and developing its programs and services. The foundation of the Santa Fe economy - state, county, and federal government, the arts and tourism - have remained relatively stable with slow growth over many years. The overall improvement in the New Mexico economy over the last two years has resulted in strong growth in retail trade and services including tourism. The College is actively working to identify and develop programs to meet the training and retraining needs of established business, industry and government agencies as well as those which may choose to relocate or expand in the area.

The Santa Fe Community College District, whose boundaries are identical to the boundaries of the Santa Fe Public School District, covers most of Santa Fe County and consists of 1,080 square miles. Based on 1980 census figures, the population of the College District is 69,276, which represents 92 percent of Santa Fe County's population of 75,360. Because our environment is complex and rapidly changing, we know that the future will be unlike the past. Already we know that in some areas, developments will turn out different than we thought. A current example is the 1984 fall enrollment which at more than 500 FTE has passed College projections. Surely we cannot predict the future with accuracy. Nevertheless, we cannot plan for the future until we make an estimate regarding the very important probable developments that will have a major impact on our future performance or results.

B. Planning Processes

Santa Fe Community College began with a small group of experienced administrators who were quickly able to identify steps to be taken and tasks to be accomplished in order to open the College in Fall 1983. Planning was an integral part of opening the College in four months. In addition, the College moved immediately toward the accomplishment of longer range goals, including campus development, instructional

program development and accreditation. These and the many other accomplishments cited in this report were done with a great deal of planning.

Santa Fe Community College seeks to continue to include wide institutional participation in its planning activities. The process of self-study for accreditation was a major planning activity during Santa Fe Community College's first year which required the input and cooperation of every employee. Earlier this summer, staff and faculty prepared annual reports including significant accomplishments during the 1983-84 academic year. They have also identified areas that need developing, refining and strengthening. All faculty, professional and support staff, and administrators have participated in institutional goal-setting sessions for the next academic year. It is recognized that there are many strategic paths to reaching the College's goals. Beyond the 1984-85 institutional plans outlined below, specific objectives toward Santa Fe Community College's goals have been created by the various components and individual staff members within the College. Each objective, in its way, will contribute to the achievement of Santa Fe Community College's mission and goals.

The College further seeks the continued input, feedback and participation of area residents in its development. The many responses to surveys and interviews of students, part-time faculty and individuals in business, industry and government throughout Santa Fe have given direction to the courses, programs and services developed by the College to date. Individuals who have accepted appointments to the instructional programs advisory committees have assisted in program development and will contribute to ongoing curricula review and update. Advisory committees established during the College's first year include the following:

Banking Advisory Committee

Becky Thompson, President of Northern New Mexico Chapter of the American Institute of Banking; Assistant Vice President and Auditor, Valley National Bank, Espanola

Millie Hermetet, First Vice President and Education Coordinator of Northern New Mexico Chapter of the American Institute of Banking; Vice President and Trust Officer, First Interstate Bank, Santa Fe

Phillip Torres, Senior Vice President, Sunwest Bank, Santa Fe

Gary Williams, President, United New Mexico Bank, Santa Fe

Ann Rhoades, Human Resources Director and Vice President, First Interstate Bank, Santa Fe

Criminal Justice Advisory Committee

Richard Johnson, Director,
Resident Education and Staff Development Division,
New Mexico Corrections Department

John Ault, Deputy Warden,
Penitentiary of New Mexico

Lloyd Mixdorf, Director of Juvenile Division,
New Mexico Corrections Department

Frank Mulholland, Deputy Director,
New Mexico Law Enforcement Academy

Ernest Holmes, Assistant Chief,
Santa Fe Police Department

Office Administrative Support Service and Word Processing Advisory Committee

Georgiene Berry, Office Technician, Office Automation,
Los Alamos Scientific Laboratories

Becky Johnson, Word Processing Supervisor,
Montgomery and Andrews Law Firm

Loretta McKorkle, Word Processing Specialist,
Los Alamos Scientifc Laboratories

Elsie Nunns, Word Processing Supervisor,
New Mexico Department of Taxation and Revenue

Diane Romero, Office Manager,
CRJ Employment Service

Surveying Advisory Committee

Sal Vigil, Member,
Land Surveying Committee
of the New Mexico State Board
of Registration for Professional
Engineers and Land Surveyors,
Land Surveying Co.

Richard Smith, President,
North Central Chapter of the New Mexico
Association of Surveyors and Mappers,
Smith and Williamson Surveying Service

Al Chaparro,
State Highway Department

Gary Speight,
Cadastral Surveys,
Bureau of Land Management

Jim Kilby,
Sullivan Design Group, Inc.

Santa Fe Community College has benefitted from the research and other pre-planning activities conducted by the Santa Fe Public School Board and the New Mexico Board of Educational Finance prior to the College's creation. Moreover, numerous external agencies, including all New Mexico colleges and universities and area schools as well as Santa Fe business, industry and government sectors, have contributed information and services that have enhanced Santa Fe Community College's planning and development processes.

C. Future Directions: Goals for 1984-1985

There are many important tasks yet to be accomplished in Santa Fe Community College's initial period of development. They include the construction of the new campus as well as the development of new instructional programs and support services and the refinement of existing ones.

In the year ahead, a request will be submitted to the legislature to complete financing for first-phase development of the permanent campus. If campus construction proceeds as planned, the earliest possible occupancy date is September 1987.

Additional certificates and/or associate degrees are being considered in several fields, including computer science, nursing, management, electronics, fire science, health care, and small business management. Other courses and/or programs, including auditing, public administration, energy technology, emergency medical technology, retail management, custodial/maintenance technology and computer repair and maintenance, are also being studied for future development. Assessment studies on areas of future occupational program expansion are planned to determine need priority.

Other Santa Fe Community College goals for 1984-1985 include the following:

1. To develop and implement a system of monitoring and improving the quality of classroom instruction.

2. To continue to develop and improve a comprehensive offering of curricular programs consistent with community needs.

3. To develop and implement an Adult Basic Education Program.

4. To begin the development of the Santa Fe Community College library, including general, reference and occupational collections.

5. To develop special outreach programs and services for the community including new programs for agencies and businesses.

6. To conduct a continuing recruitment program that results in increased citizen educational participation and institutional FTE: 1984-1985 Goal = 500 FTE.

7. To install a student financial aid system that helps students achieve their educational goals who might not otherwise be able to do so.

8. To provide opportunities for students to assess abilities, interest, skills and aptitudes through use of testing, computer assistance and counselor assistance.

9. To refine the student retention (Early Alert) program.

10. To develop student programs on personal skills which have life-long usefulness. [Examples: coping with change, managing stress, leadership development and effective social interactions]

11. To involve students in the evaluation of current services and in future program planning activities.

12. To refine the articulation process for all Santa Fe Community College students transferring to four-year institutions.

13. To develop job placement services in conjunction with student cooperative and internship programs.

14. To organize and implement systematic procedures for institutional data collection, analysis and reporting.

15. To establish an institutional planning system that relates resource allocations to operational priorities.

16. To review the personnel system and affirmative action processes.

17. To begin the development of staff development programs.

18. To provide adequate, cost efficient and attractive facilities for College programs and services.

19. To monitor and coordinate with the College architect to insure that an outstanding campus design is developed for Santa Fe Community College.

20. To identify equipment in all College programs that will be needed in the new facility.

21. To establish coordination of external funding information, proposal development and reporting procedures.

22. To create a priority listing of programs, services and equipment needs to be addressed through external funding sources over the next three years.

23. To continue to secure adequate operational and capital outlay funds from the New Mexico Board of Educational Finance and the Legislature.

24. To refine all institutional publications and documents for public use.

25. To continue to develop a comprehensive community relations program that keeps the public informed about Santa Fe Community College's programs and services.

1983 has been a year of rapid growth and development. Strong board support, an outstanding, dedicated staff and faculty, and a supportive community made the year's successes possible.

ERIC Clearinghouse for Junior Colleges
8118 Math-Sciences Building
University of California
Los Angeles, California 90024

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